

APPENDIX

COMMUNITY PROFILE

Memphis at a Glance

Government

The City of Memphis was incorporated in 1826. The present Charter was adopted in 1968, establishing a Mayor-Council form of government. In 1995, the Council adopted a new district plan for the 13 Council positions. A total of nine districts were created. Seven districts have one representative each and two "super districts" have three representatives each.

Demographics

Land Area

Memphis - 2004.....	343 sq. miles
Counties:	Sq. Miles
Shelby (includes Memphis)	755
Crittenden.....	610
DeSoto.....	478
Tipton.....	459
Fayette.....	704
Marshall.....	706
Tate	404
Tunica.....	455
Total.....	4,571

Population

2004.....	665,656
2008 (proj.)	664,215

Age

Under 5.....	7.6%
5 - 13	13.7%
14 - 17	6.0%
18 - 24	10.9%
25 - 34	14.9%
35 - 44	14.2%
45 - 54	13.1%
55 - 64	8.6%
65+.....	11.1%

Sex

Male.....	47.5%
Female.....	52.5%

Race

White	34.2%
Black.....	61.6%
Asian & Pacific Islander.....	1.5%
Other.....	2.7%

Climate

Avg. Summer Temp.....	80
Avg. Winter Temp	43
Avg. Annual Temp	62
Avg. Precipitation.....	50 inches
Avg. Snowfall	5.1 inches
Elevation	331 feet

Economics

Major Employers

Federal Express.....	30,000
Memphis Bd. of Education	16,000
U.S. Government	14,800
Methodist Healthcare	10,000
Baptist Memorial Hospitals	8,000
Shelby County Government.....	7,183
Memphis City Government	6,680
Wal-Mart.....	6,500
Naval Support Activity	6,500
TN State Government	5,247
Shelby Co. Bd. of Education	5,014
Park Place Entertainment	4,057
University of UT – Memphis.....	4,000
Internal Revenue Service.....	3,500
Kroger Delta Marketing	3,500
United Postal Service.....	3,500
First Tennessee Bank	3,287
International Paper.....	3,200
St. Jude Hospital.....	3,000
University of Memphis.....	2,800

Unemployment Rates

(2003 Avg.)

Memphis MSA.....	6.2%
Shelby County.....	6.4%
Tennessee	5.8%
United States	6.0%

Household Income

(2003 Est. avg.)

Memphis.....	\$48,442
Shelby County.....	\$58,236
Memphis MSA.....	\$57,345

Sales Tax

Local.....	2.25%
State.....	7.00%

Property Tax Rates

(Per \$100 value)

Memphis City	\$3.23
Shelby County.....	\$4.09
Total in Memphis City Limits.....	\$7.27



Memphis at a Glance**Retail Sales****Memphis MSA (In Billions)**

1999.....	\$13.32
2000.....	\$13.85
2001.....	\$13.89
2002.....	\$13.97
2003.....	\$14.46

Bond Rating**General Obligation Bonds**

Moody's	Aa2
Standard & Poors	AA
Fitch	AA-

Sewer Bond

Moody's	A2
Standard & Poors	AA
Fitch	AA-

Real Estate**Real Estate** Sq. Feet

Office Space	20,362,247
Vacancy Rate	7.09%
Industrial Space.....	129,935,000
Vacancy Rate	10.56%

Office Space

Total Market Size (sq.ft.) ..	17,292,335
New Construction (sq.ft.)	153,816
Square Feet Available	2,646,868
Vacancy Rate	15.3%
Net Absorption (sq.ft.)	163,762
Avg. Class A Rental Rate (\$/sq.ft.)	\$19.57

Industrial Space

Total Market Size (sq.ft.)	141,600,000
New Construction (sq.ft.)	4,100,000
Square Feet Available	20,390,000
Suburban Vacancy Rate	14.4%
Net Absorption (sq.ft.)	5,600,000
Avg. Gross Lease Rates	
100,000+sq. ft. (\$/s.f.)	\$3.00-\$3.25

Health Care**Providers (Memphis/Shelby County)**

Physicians	2,641
Registered Nurses.....	10,105
Dentists.....	621
Psychiatrists/Psychologists	396

Medical Facilities

Hospitals	20
Nursing Homes	32
Homes for the Aged	28
Treatment Centers	48
Home Health Care Organizations...	20
Ambulatory Surgical Centers	25

Education**Memphis City Schools**

Total Enrollment.....	118,000
Number of Schools:	
Elementary	111
Middle/Junior	25
High School.....	29
Specialty Centers.....	2
Vocational/Technical Centers	7

College Entrance Exam Scores**ACT:**

Memphis City Schools	17.0
Shelby County Schools.....	20.9
Tennessee	20.0
U.S.	20.0

SAT:

Memphis City Schools	1,043
Shelby County Schools.....	1,115
Tennessee	1,117
U.S.	1,020

Service Statistics**Fire**

Uniform strength	1,605
Fire Stations.....	54
Divisions	2
Battalions	13
Number of engine companies	56
Number of truck companies	27
Hazardous Materials Squads.....	2
Air Crash Apparatus.....	6
Emergency Medical Units	31

Police

Uniform strength	2,000
Number of Precincts	8
Number of Community Policing	
Offices	15
Number of Squad cars	
in fleet.....	1,500+



Memphis at a Glance**Airport**

Total daily flights.....	325
Airlines.....	18
Freight Carriers.....	12
Total Passengers	4,033,269
Total Cargo (lbs.).....	3,390,239

(Busiest cargo airport in the world)

Public Works**Solid Waste/Garbage Collection**

Tons Solid Waste Disposed ...	300,241
Tons Solid Waste Diverted.....	141,835
Homes Recycling (curbside) ..	185,205
Animals Collected/Disposed.....	24,684

Street Maintenance

Total Road Lane Miles	5,300
Curb & Gutter Miles.....	2,630
Street Lights	73,684
Tons Asphalt Produced	87,600
Tons Cold Mix Produced	0
Lane Miles Resurfaced.....	275

Storm Drainage System

Roadside Ditches (miles)	580
Underground Pipes	2,024 miles
Storm Water Inlets.....	20,000

Sewer System

Sewer (miles).....	3,605
Sewer Pump Stations.....	99
Daily Usage (gals/day)	170 million

T.E. Maxson Treatment Plant

Wastewater Treated (gal.)....	28 billion
Sludge Disposal (lbs.)	131 million

M. C. Stiles Treatment Plant

Wastewater Treated (gal.)..	30.8 billion
Sludge Disposal (lbs.)	71 million

Flood Control

Pumping Stations	11
Earth Levees (miles)	20
Flood Gates	32
Reservoirs (acres)	643
Flood Wall (linear ft.)	17,089

Traffic Control

Signals repaired or replaced	6,197
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Park Services**Recreation**

Parks.....	157
Acreage.....	5,387
Golf Courses	8
Swimming Pools	18
Community Centers	28
Tennis Centers.....	7
Walk Trails	34
Baseball/Softball Fields.....	56
Soccer Fields	31
Basketball Courts.....	61
Football Fields.....	6
Special Centers.....	7

Other Recreation Facilities

Liberty Bowl Memorial Stadium
 Mid-South Coliseum
 The Pyramid
 Memphis Pink Palace Museum
 Fairgrounds/Libertyland
 Memphis Zoological Gardens
 Mallory-Neely House
 Children's Museum
 Memphis Botanic Garden
 Lichterman Nature Center
 Mud Island River Park
 FedEx Forum

Services Provided By Other Governmental Units**Education**

Memphis Board of Education

Health & Human Services

Memphis/Shelby County Health Department

Library Services

Memphis/Shelby County Public Library and Information Center

Public Housing

Memphis Housing Authority

Public Transportation

Memphis Area Transit Authority

Utilities

Memphis Light Gas & Water Division





MEMPHIS POLL

2 0 0 5



Willie W. Herenton, Mayor

*City Vision: To be recognized globally as the city of choice
in which to live, learn, work and recreate.*

2005 MEMPHIS POLL

Introduction

The Memphis Poll provides a forum for citizen input regarding City of Memphis services and public issues. The Memphis Poll presents positive findings about City services as well as problems related to services. This is the thirteenth annual Memphis Poll and the final report will provide trend information over this time.

The 2005 Memphis Poll report, along with the questionnaire, will be available online at www.memphistn.gov in April of 2005. The numbering of figures in this summary corresponds to the full report.

City Priorities

The 2005 Memphis Poll asked citizens to rank the services that they considered most important. Figure 3-1 shows that police crime protection was the most important priority with an 85 percent score. Crime protection has consistently been the top rated priority in every year of the Memphis Poll.

Figure 3-1: Citizens' Ranking of Service Priorities

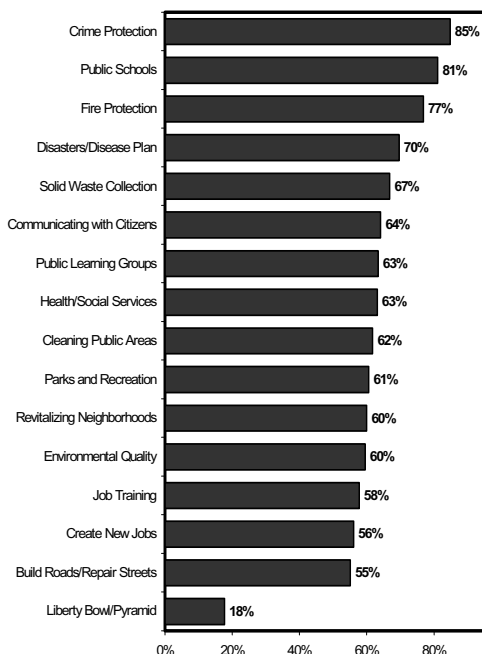


Figure 3-1 shows that funding public schools and providing fire protection were also high priorities for the citizens with respective scores

of 81 percent and 77 percent. Other service priorities such as social services, managing infrastructure, and planning had scores ranging from 55 percent to 70 percent.

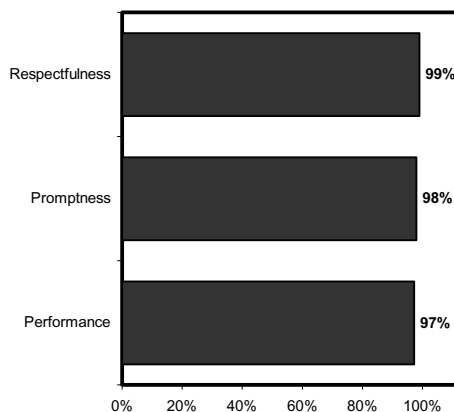
The Poll also asked citizens to rank large stadium and arena projects. The issue was addressed in a tangible way by asking about the importance of funding improvements to the Liberty Bowl Stadium and Pyramid. Figure 3-1 shows that only 18 percent of the citizens thought this option was a priority. This result was the lowest score of any priority in the history of the Memphis Poll.

Highly Rated Services

The Poll examined specific service measures and found a large number of highly rated services.

This year, as with previous years of the Memphis Poll, the most impressive services in the City of Memphis were provided by the Division of Fire Services. Figure 6-1 shows the scores for responding to fires, which averaged an extraordinarily high 98 percent. The average score for emergency ambulance service was also impressively high at 96 percent.

Figure 6-1: Fire Department



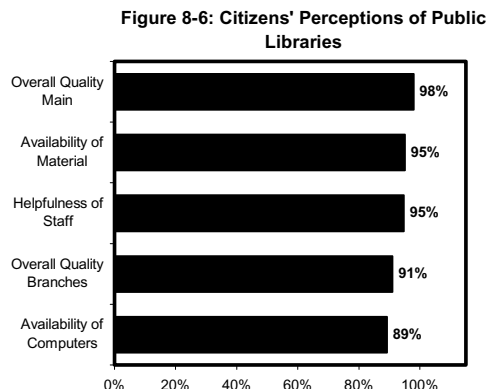
The Park Services Division has three services that historically have received high ratings from the citizens. These services were the Pink Palace Museum, Botanic Gardens, and The Zoo that had an average rating of 96 percent.



2005 MEMPHIS POLL

The Division of Public Works had several services that were impressive. Promptness in weekly collection of solid waste was rated at 96 percent, and promptness in collection of recycling was rated at 91 percent. Two other solid waste services, neatness and collection of uncontained waste showed improvements over previous years of the Memphis Poll. In addition, all categories of street maintenance showed improvement over previous years of the Memphis Poll.

Figure 8-6 shows the public libraries were also among the highest rated services. The scores for these services ranged from an 89 percent rating for computers to a 98 percent rating for the main library.



The Police Services Division showed continuing improvement for performance in calls for service. The results show consistent yearly changes improving from 66 percent in 2002 to 73 percent in 2005.

Problematic Services

The lowest scoring service in the entire Memphis Poll was MLGW's cost of utilities. Only 34 percent of the citizens thought that MGLW was doing a good job. This result was a 26 percent decline from the 2003 Memphis Poll.

The Park Service Division's public swimming pools have consistently been among the lower rated City service throughout the history of the Memphis Poll. Only 52 percent of the citizens in the 2005 Memphis Poll were satisfied with the public swimming pools. However, this rating

was an 8 percent improvement over the last three years of the Memphis Poll.

The Memphis Poll also examined the City's responses to rundown houses and abandoned vehicles provided by code enforcement. Code enforcement was recently moved from the Division of Public Services back to the Division of Housing and Community Development. Only 60 percent of the citizens who called the City about rundown house were satisfied that the concerns were solved. In contrast 90 percent of the citizens were satisfied with the result when they called about abandoned vehicles.

The results for rundown houses were more positive when compared to the previous Memphis Poll when only 32 percent of the citizens thought their concern had been solved.

Contacting City Hall

Citizens were asked about their satisfaction when calling City Hall about a concern. Citizens were more positive about interaction (defined as phone professionalism and courtesy) with 89 percent of the citizens expressing satisfaction. In contrast, 70 percent of the citizens were satisfied with the responsiveness (defined as promptness and solving the problem). However, both of these figures are improvements over previous years of the Memphis Poll.

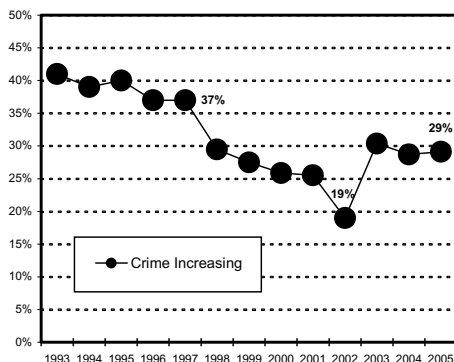
However, the 2005 Memphis Poll found widespread and historically higher concerns by whites compared to African Americans in their calls for services to City Hall. Whites were considerably less satisfied with the courtesy on the phone and performance from City Hall in solving the concern.

Concerns about Crime

The Memphis Poll found high levels of concerns about crime. For example, 29 percent of the citizens thought crime was increasing, 33 percent were concerned about burglaries, and 24 percent were concerned about violent crime in their neighborhoods.

2005 MEMPHIS POLL

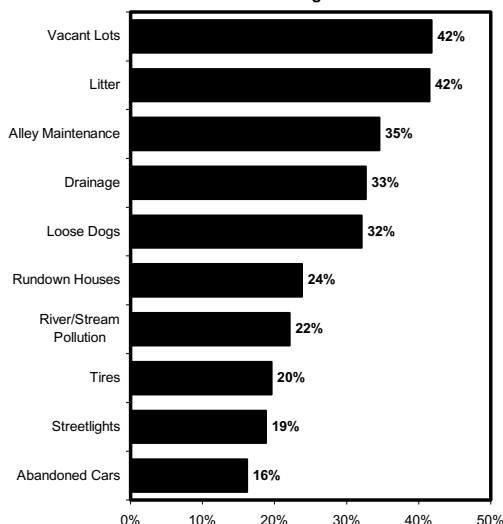
Figure 4-4: Overall Perceptions of Neighborhood Crime



However, the results for the 2005 Memphis Poll regarding concerns about crime appear to have stabilized. Figure 4-4 shows that citizens had about the same level of concerns about overall crime as in the previous two Memphis Polls.

Exceptions to this finding were concerns about gangs and drug sales in the citizens' neighborhoods. For example, 10 percent of the citizens were concerned about gangs in their neighborhoods in 2000. In contrast, 29 percent of the citizens were concerned about gangs in 2005.

Figure 9-3: Citizens' Perceptions of Physical Conditions as Neighborhood Problems



Concerns about Physical Conditions

Citizens were concerned about the physical conditions in their neighborhoods. Figure 9-3 shows that citizens were most troubled about

vacant lots and litter on streets with 42 percent of the citizens expressing concerns. Citizens were also highly concerned about alley maintenance, drainage after rainstorms, and loose dogs.

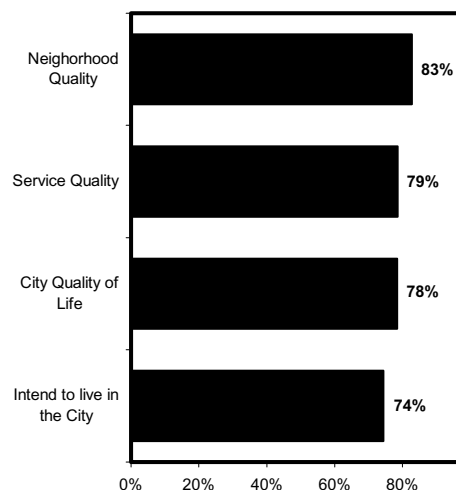
Conclusions

Overall, citizens had a positive assessment of the City of Memphis and its public services. The Memphis Poll used four questions to measure the citizens' satisfaction with the City and its services.

The 2005 Memphis Poll found that 83 percent were satisfied with their neighborhood, 79 percent of the citizens were satisfied with the City's services, 78 percent of the citizens were satisfied with the City's quality of life, and 74 percent intended to continue living in the City.

These are similar results to the previous years of the Memphis Poll and they reflect an overall view of the City that is positive.

Figure 2-1: Overall "Quality" Assessment by Citizens



In conclusion, citizens were highly satisfied with the Division of Fire Services, the public libraries, and the Pink Palace, Botanic Gardens and the Zoo in the Division of Park Services. However, citizens were especially concerned about the cost of utilities from MLGW and whites were concerned about their treatment when they called City Hall about their concerns.

GLOSSARY

AAM. American Association of Museums

AED. Automatic External Defibrillator

ADA. American Disabilities Act

ALS. Advanced Life Support

APCO. Association of Public Safety Communications Officials

ACCRUAL ACCOUNTING. The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt or payment of cash may take place, in whole or in part, in another accounting period.

ALCOHOL COMMISSION. Consists of nine members appointed by the Mayor. These members are empowered to make such rules and regulations consistent with state law.

ALLOCATION. Planned expenditures and funding sources approved in the CIP for specific projects.

ANTI-NEGLECT ORDINANCE. An ordinance which requires the City to monitor the existence of derelict and abandoned buildings and to track owners of abandoned properties and issue fines.

APPROPRIATION. A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and time when it may be expended.

ATTRITION. Used to quantify anticipated personnel cost reductions due to the lapsed time between when a funded position becomes vacant and is filled.

AUTHORIZED COMPLEMENT. Total number of positions that a division may fill. Due to attrition they may not be funded for the full fiscal year.

BDC. Business Development Center

BLS. Basic Life Support

BUDGET. An annual financial plan to allocate resources in order to achieve the City's goals. Must be submitted to Council by the third Tuesday in April and approved prior to July 1.

CAFR. Comprehensive Annual Financial Report. A report that reflects the financial position of the funds and account groups of the City of Memphis and the result of operations for a year. The report also provides information on the economic condition of the City.

CCE. Construction Code Enforcement

CDBG. Community Development Block Grant. The U.S. Department of Housing and Urban Development provides CDBG funds to the Division of Housing and Community Development for programs that eliminate slum and blight from a community and for economic and residential development activities that benefit low and moderate-income residents of the City.

CDC. Center for Disease Control

CE. Continuing Education

CFS. Calls for Service

CIP. Capital Improvement Program. Adopted plan of public improvements, scheduled on a priority basis, for the current fiscal year and the succeeding four years, including estimated costs and funding sources.

C.L.E. Continuing Legal Education Credits

CLERB. Citizens' Law Enforcement Review Board

CO-ACT. Community Action. Mini-precincts based within the community.

CSFP. Commodity Supplemental Food Program

CAPITAL IMPROVEMENT BUDGET. The first fiscal year allocations of the CIP and reprogrammed allocations from prior year's CIP.

CAPITAL REPLACEMENT BUDGET. Adopted program for replacement of vehicles and equipment.



GLOSSARY

CHARGES FOR SERVICES. Fees received from fee-based public services.

CITIZENS POLICE ACADEMY. Training session that citizens can attend so they will have a better understanding of policing.

COMMUNITY BASED POLICING. A cooperative effort and communication between citizens and police officers in order to keep their community safe.

COUNTY ASSESSOR. Appraises all real and personal property in Shelby County and maintains the necessary data to provide the taxing jurisdictions with the certified assessments and any changes made as prescribed by Tennessee Code Annotated.

COUNTY TRUSTEE. State constitutional office, the banker, principal tax collector, and revenue agent for all of Shelby County Government.

DOT. Department of Transportation. Agency designated to oversee all areas of transportation.

DRA. Depot Redevelopment Agency

DRS. Department of Regional Services

DEBT SERVICE FUND. Used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

DIVISION. A major unit of the City designated by the type of service provided.

DEPRECIATION. The decrease in the value of physical assets due to use and passage of time.

DEBT SERVICE. The payments of principal and interest on loans, notes, and bonds.

DOWN PAYMENT ASSISTANCE. Program that provides down payment and closing cost grants up to \$3,500 for qualified low and moderate-income home buyers in the Memphis City limits.

E.A.P. Employee Assistance Program. Program to assist employees with medical, mental, or personal problems.

EEOC. Equal Employment Opportunity Commission

EMD. Emergency Medical Dispatching. A system where fire dispatchers are trained and certified to give life saving instructions to citizens who call and request ambulance service.

EMS. Emergency Medical Services. Fire service center that provides emergency lifesaving procedures and pre-hospital care to the sick and injured.

EMT. Emergency Medical Technician. Job classification licensed by the State. First responder to emergencies. Provide basic first aid care to the sick and injured before the paramedics arrive on the scene.

ESL. English as a second language

ECONOMIC DEVELOPMENT LOANS. Small business loan program that provides gap financing and economic opportunities for qualified Memphis businesses. The City will lend 20% or a maximum of \$250,000 for each business.

ENTERPRISES FUNDS. Funds are used to account for the acquisition, operation and maintenance of the City's facilities and services which are entirely or predominantly self-supported by user charges or where the City has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

EXPENSE RECOVERIES. Funds that are paid to a division after work is performed for another City division.

FA. False Alarms

FEMA. Federal Emergency Management Association

FF. Fire Fighter

FHA. Federal Housing Authority. Provides low interest loans for homebuyers.

FIRE Act. Fire Investment and Response Enhancement Act



GLOSSARY

FLSA. Fair Labor Standards Act. A federal law that governs the payment of minimum wage, overtime rates, compensatory time, recordkeeping of hours worked, and other criteria relating to wages and hours of work for non-exempt employees, including government employees.

FMLA. Family and Medical Leave Act. An Act which states that eligible employees shall be entitled to a total of 12 workweeks of leave during any 12 month period of time for health related reasons for the employee or their family.

FMZ. Fire Management Zone

FTE. Full Time Equivalent

FISCAL YEAR. A period of consecutive months designated as the budget year. The City's fiscal year is from July 1 to June 30.

FUNDED STAFF LEVEL. Number of full-time positions funded in the budget.

GFOA. Government Finance Officers Association. The professional association of state/provincial and local finance officers in the United States and Canada, serving the public finance profession since 1906.

GMAQ. Greater Memphis Association for Quality

G.O. BONDS. General Obligation Bonds that are backed by the full faith and credit and unlimited taxing power of the City.

G.R.E.A.T. Gang Resistance Education and Training. Federal grant received by the Police Division.

GENERAL FUND. The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GOALS AND OBJECTIVES. Service center defined measurable activities to be completed within the current budget.

GOLF SURCHARGE. User fees collected to pay for the maintenance of the City's golf courses.

Haz Mat. Hazardous Materials

HCD. Housing and Community Development. A division in the City of Memphis responsible for Systematic Code Enforcement and Housing and Economic Development.

HUD. Housing and Urban Development

ICS. Incident Command System

IN SERVICE TRAINING. State funds which are provided to police officers and fire fighters that complete a minimum of 40 hours of course work each year.

INTERNAL SERVICE FUNDS. Used to account for the financing of goods or services provided by one department to other departments or agencies of the City, or to other governmental units, on a cost reimbursement basis.

LEPC. Local Emergency Planning Committee

LEGAL LEVEL. The numbered organizational level at which an operating budget has been adopted by Council.

LOCAL SHARED REVENUE. Revenue received from Shelby County Government.

LOUDERMILL. Supreme Court decision that stated when termination is considered as an end result, the following procedures must be used: (a) The employee's division will investigate the facts of the matter. (b) The employee will be given notice of the charges and an opportunity to be heard by the employee's division director. (c) Termination for just cause can then occur, if warranted.

MBOC. Minority Business Opportunity Committee

MCVB. Memphis Convention & Visitor's Bureau

M.F.D. Memphis Fire Department

M.H.A. Memphis Housing Authority

MMI. Memphis Museums, Inc.

MOU. Memorandum of Understanding



GLOSSARY

M.P.A. Memphis Police Association

M.P.D. Memphis Police Department

M/WBE. Minority/Women Business Enterprise

MATA. Memphis Area Transit Authority. MATA has the authority to supervise the operations of the City's transit system. This system is managed by a private firm hired by MATA. MATA is funded by a combination of user fees, federal and state grants, and the City. MATA's annual budget, rates and fares are approved by the City Council.

MLG&W. Memphis Light, Gas and Water. City owned utility that provides electricity, gas, and water to citizens of Shelby County, Tennessee. MLG&W is managed by its President and a five member Board of Commissioners who are nominated by the City Mayor and approved by the City Council. MLG&W's annual budget and rates require the approval of the City Council.

MEMPHIS POLL. Annual survey where Memphis citizens can address a variety of public issues such as neighborhood concerns, crime, police, fire, public works, taxes and services, economic development, and recreation.

MODIFIED ACCRUAL ACCOUNTING. Under this basis of accounting, required for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

NASA. National Aeronautics and Space Administration

NFPA. National Fire Protection Association. An organization devoted to the promotion of fire safety and awareness.

NP/CRA. Neighborhood Planning/Community Redevelopment Agency

NPDES. National Pollutant Discharge Elimination System. Federal law requires the City to apply for a permit, which indicates approval, for the drainage system design and the monitoring of the system.

NYSKA. National Youth Sports Coach Association

NEIGHBORHOOD WATCH. A group of neighbors who form an organization to assist each other in providing for the security of their homes by observing strangers and unusual occurrences in the area.

OJI. On The Job Injury

OON. Office of Nursing

OSHA. Occupational Safety and Health Administration. Monitors the adherence to federal health and safety regulations in the workplace in order to reduce job injuries.

PILOT. Pay In Lieu of Taxes

PM. Preventative Maintenance

PPO/POS. Preferred Provider Organization/ Point of Service

PST's. Police Service Technicians. Entry level position for police training. They respond to minor traffic accidents and issue parking tickets.

PART 1 CRIMES/OFFENSES. Crimes of a serious nature such as homicide, rape, robbery, aggravated assault, burglary, larceny theft, and arson.

PERFORMANCE-BASED-BUDGETING. A budgeting method that ties future allocations of resources to past performance.

PERFORMANCE MEASURES. Data collected to determine how well a service center is achieving its goals and objectives.

POLICE SUB-STATION. Geographic sub-division of a precinct.

PRECINCT. Geographic sub-division of the Police Division.

PROPERTY TAX RATE. The property tax rate is set by an ordinance. The Adopted FY 2006 tax rate is \$3.4332 on each \$100 of assessed value of each species of taxable property within the City. The taxes are apportioned as follows: Board of Education of the Memphis City Schools \$0.8271; General Purposes of the City of Memphis \$1.9088; Debt Service of the City of Memphis \$0.6941; Capital Pay-Go \$0.0032.

REPROGRAMMED. CIP allocations which have not been appropriated that are carried forward to the next fiscal year.



GLOSSARY

RESERVE OFFICERS. Citizens trained by the Police Division, who work 20 hours a month and serve in an officer capacity when full time officers are not available.

SCBA. Self Contained Breathing Apparatus. Equipment used by firefighters to provide oxygen and eliminate smoke inhalation.

SCCB. Shelby County Conservation Board. Parks legal level responsible for the maintenance of parks in Shelby County and Orgill Golf Course. Costs are reimbursed by Shelby County Government.

SLM. Spanish language materials

SOP. Standard Operating Procedure. Guidelines set by the service center

SERVICE CENTER. A sub-unit or cost center of a division.

SKYBOXES. Provide luxurious accommodations for spectators at Liberty Bowl Memorial Stadium events.

SPECIAL OPERATIONS RESPONSE TEAM (SORT). The SORT team responds to a wide variety of emergency incidents, including the hazardous materials and high rise/rope rescue. These specialized skills provide this group of dedicated firefighters with the expertise to combat impossible odds to protect individuals from harm.

SPECIAL REVENUE FUND. Used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

STEP. Solid Waste Management. Public Work's legal level responsible for the collection, disposal, and recycling of solid waste.

TCA. Tennessee Code Annotated

TCP. Traffic Control Plan

TN-TF1. Tennessee Task Force 1

T.Q.S. Total Quality Service

T.V.A. Tennessee Valley Authority

TELE-SERVE. A reporting system that frees officers from non-violent report calls so they can focus on more violent offenses. Citizens can make minor criminal reports by telephone, which reduces, call volume and response times.

TRUNKED RADIO SYSTEM. A radio system that will provide unlimited frequencies and in emergency situations various City agencies can communicate with each other.

UCA. Uniform Certification Agency

UNION ARTICLES OF AGREEMENT. A negotiated agreement between the City and bargaining units regarding policies and procedures.

VFC. Vaccines for Children

WIC. Women, Infants and Children

WMD. Weapons of Mass Destruction

W.O. Work Order

